DOCUMENT RESUME

ED 469 998 CG 031 996

AUTHOR	Harney, Elisabeth E.
TITLE	No One Is Unemployable: Creative Solutions for Overcoming Barriers to Employment.
PUB DATE	2002-11-00
NOTE	14p.; In: Thriving in Challenging and Uncertain Times; see CG 031 989.
PUB TYPE	ERIC Publications (071) -- Reports - Descriptive (141)
EDRS PRICE	EDRS Price MF01/PC01 Plus Postage.
DESCRIPTORS	*Career Counseling; Disabilities; *Employment Services; Homeless People; Job Applicants; *Job Placement; Prisoners; *Vocational Rehabilitation; Welfare Recipients
IDENTIFIERS	Exoffenders; *Social Barriers

ABSTRACT

The goal of the WorkNet Model Career Development & Job Placement for people with barriers is to help even the most challenged job seekers begin and advance in careers they enjoy. This paper presents one key component of the WorkNet Model, a practical process for creatively overcoming any barrier a candidate faces. The chapter includes: the WorkNet's Ten Step Process for overcoming any barrier; how to "think like the employer" so one can identify and effectively overcome barriers; and how to use WorkNet's Five Approaches to overcome barriers. The process is designed for career specialists serving people considered difficult to place, including those transitioning from welfare, incarceration, homelessness, addiction, domestic violence, poverty, injury, mental illness, disability, and other challenges. The process also provides a focused and effective approach for career specialists serving more traditional and receptive candidates, such as graduating college students, career changers, recently displaced professionals, vocational students and others eager and equipped to begin careers. (GCP)

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No One is Unemployable: Creative Solutions for Overcoming Barriers to Employment

by

Elisabeth E. Harney

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No One is Unemployable: Creative Solutions for Overcoming Barriers to Employment

Elisabeth E. Harney

WorkNet

The goal of the WorkNet Model Career Development & Job Placement for People with Barriers is to help even the most challenged job seekers to begin and advance in careers they enjoy. This paper presents one key component of the WorkNet Model ... our practical and proven process for creatively overcoming any barrier a candidate faces.

WorkNet is known for making Career Development a reality in the lives of people often considered "unemployable." Having explored the concepts, tools and techniques that work in the mainstream, we have developed an approach that allows Career Development to come alive for people who are generally given quick-fix job placement services, void of the tools needed to ensure long-term success. Our process begins with Life/Work Planning. To accommodate our unique clientele, we redefine "work," discover their work motivation, and deal with the "Fear Factor." Throughout the process we teach candidates to become "bi-cultural" in today's business world, so they not only get a job, but set the stage for excellence and advancement. Before we are done, significant attention is paid to job search techniques, especially non-traditional methods that work best for people with major barriers.

The process is not surprising, but our approach is. In the middle of the process begins a critical piece of the puzzle upon which success hinges ... identifying and overcoming the myriad barriers faced by our clientele. Our challenge and our passion is to create solutions that far surpass mere band-aids that allow for job placement. With hope and honesty, innovation and practicality, we seek solutions that lay a foundation for long-term career success. All the while, candidate fear is decreased, while confidence and buy-in increase. This paper will act as a crash course in:

- The heart of WorkNet's Ten Step Process for overcoming any barrier,
- How to "think like the employer" so you can identify and effectively overcome barriers, and
- How to use WorkNet's Five Approaches to overcome barriers.

Many will benefit from understanding and learning to use this process. It is designed for Career Specialist serving people considered difficult-to-place, including those transitioning from welfare, incarceration, homelessness, addiction, domestic violence, poverty, injury, mental illness,

disability, and other challenges. The process also provides a focused and effective approach for Career Specialists serving more traditional and receptive candidates, such as graduating college students, career changers, recently displaced professionals, vocational students and others eager and equipped to begin careers.[1]

As you are introduced to this process, be aware of your own mindset. Do you believe that no one is unemployable … that everyone can and deserves to pursue work that is fulfilling to them … that any barrier can be overcome? Remember, "He who believes it can be done, and he who believes it can't be done are both right!" In this sense, *your mindset* is paramount. True, for the most part in the Career Development process, you are but a link between candidate and employer, but our mindset (your hope, or lack thereof) will be revealed in even the simplest interactions with your candidate. If you find yourself doubting, remember that it is not your job to decide who is employable. This is the role of the employer. I will also grant that the candidate's belief about their own potential plays an important role. The candidate who is sure he will be successful (even if he is lacking much of what the employer wants) is often quickly hired and trained by a grateful employer, while the candidate who believes no one will hire him (even if he is very talented and a great match) often goes unemployed. I think we can all admit that we have known candidates who were sure to be snatched-up in the first interview only to watch them limp along unsuccessfully for months, and others who were going to be difficult-to-place who got hired immediately! Thank goodness it's not our job to decide who's employable; we're actually not that good at it! Do whatever is necessary to keep a positive mindset; then remind yourself as often as necessary that the employer and the candidate decide.

WorkNet's Ten Step Process is designed to identify and overcome any barrier, from felony convictions to over-qualification, and no work history to missing teeth. There is no "one, right way" to overcome a barrier. The best approach depends on the situation and the candidate's perspective. The foundation of the process is established in steps #1 - #4, which will be the focus of this paper.

1. Identify the barrier
2. Identify the candidate's perspective on the barrier
3. Identify the employer's perspective about the barrier
4. Choose an approach to overcome the barrier
5. Eliminate the employer's concern
6. Meet the employer's needs
7. Turn "lemons into lemonade"
8. Put together good answers
9. Practice good answers
10. Match the candidate

Identify the Barrier: Step #1

Let's assume that the candidate has been well-guided in the processes of life/work planning and career exploration, and that the position they are pursuing is a good match. They may have all the skills needed to impress the employer, or merely the raw talent and the ability and willingness to learn. In either case, they can effectively compete for the job.

First, to identify the barrier, you must define barriers as broadly as the employer does because they decide what's a barrier. Our definition is "anything the employer will use to screen the candidate out" ... anything! We don't care if it's nice, or fair, or even legal. If the employer might use it, we deal with it. So, we have learned to "think like the employer."

Look! ... Up in the sky ... Is it the DOT? ... Is it a pile of job leads and a useless seminar? ... No, it's PADMAN! Yes, PADMAN is our super hero. He helps us think like the employer. He reminds us that it's not just about the ability to do the job, but also about Presentation, Attitude, Dependability, Motivation and Network. There are several key lessons here.

1. All six areas are important, though priorities depend upon the job title. A candidate who is all but motivated, or has everything but a good presentation is likely not to be screened-out.

2. Employers defined these terms differently than we did. Presentation – "Don't just look good; look like us!" Attitude – "Don't just be a positive, problem-solving team player; embody the company personality and culture." Dependability – "I don't care if you're here, everyday, on time if I don't trust you!" Motivation – "Don't just be motivated, be motivated to do what we're doing! Tell me how you will further our mission and build our business." Network – "Prove to me that you attract the right kind of people, not the wrong kind." As we listened to employers, they challenged and broadened our understanding in each area. ... except Ability.

3. They valued ability less than we thought they would, and were far more willing to train in this area than we expected ... whew! What a relief, considering our candidate's background! Ability - "If they have it, great. If they can learn it, great. Just send me someone who is what I want in the other five areas, and I'll teach them to do the job."

PADMAN is a simple and effective way to think more like the employer. Every reason an employer hires, fires or promotes, and every interview question they ask comes down to their concerns or needs in these six areas. So, looking at a candidate in all six areas allows you to identify barriers (and selling points, but that's another topic!). Don't be shy! Identify and be willing to tackle anything the employer might use to screen-out. And ... don't keep this secret to yourself. Teach your candidates to think like the employer too.[1 & 2]

Understanding The Key Perspectives: Steps #2 and #3

Remember, you are the link. Once you identify a barrier, you must understand the perspectives of the two key players in this situation ... the candidate and the employer. You may do this in either order, but you must begin immediately (or you waste time) and you must finish BEFORE you an approach to overcome the barrier (or you waste more time).

To understand the employer's perspective, use PADMAN, contact some employers and get some savvy, honest employers to mentor you. You may be shocked at the assumptions they

make as they eliminate all but one applicant. But, remember, the hiring process is a screen out process, and that if your were the employer (with your job, your reputation, your home on the line) you might assume too. You don't have time to get frustrated at "how employers do things." This is a golden opportunity to learn so you can better serve your candidates. Don't miss it!

As you seek the candidate's perception about the barrier ... watch, listen, ask! Are they unaware of the barrier? Do they think it's the employer's problem, not theirs?! Do they fail to see how it impacts their employability? Or, do they realize it's a problem and simply need some help? Their perspective will determine how you partner to overcome the barrier (i.e., which approaches you use).

Choosing An Approach to Overcome the Barrier: Step #4

This is the fun part! In fact, many of us chose our work because we enjoy and are good at this. Yes, we're so good at it that we often skip steps #2 and #3 and immediately begin solving the problem! Don't let yourself get away with this. Without considering the employer's perspective, your solution may not be adequate, increasing the candidate's job search time and frustration. Without considering the candidate's perspective, even the best of solutions may not be embraced and could cause a breakdown in your partnership, lengthening the process and decreasing trust and success. To get the results your candidate deserves, you don't have time to skip steps #2 and #3. Once you have done steps #1-3, you can jump whole-heartedly into step #4.

There are five approaches we use to overcome any barrier, and in all our years, we have not discovered a barrier that couldn't be overcome. This does not mean that the old become young, the mentally ill are cured, or we can wish away poor work history. It simply means that these five approaches allow you and the candidate to effectively reduce the employer's concern so they can see the person behind the barrier. This is especially true when the job search strategy is designed with the candidate's barriers in mind, as well as their strengths, personal style, etc.[3 & 4]

The five approaches are:

1. Adjusting An Outlook
2. Changing Where You Look
3. Accessing A Resource
4. Learning A New Skill
5. Developing A Good Answer

Often a single approach eliminates the barrier, but sometimes a combination is required. Imagine that a candidate has no car, and you provide the resource of a bus pass. Obviously, you need to change where you look ... for companies along the bus route and shifts during hours when the bus runs. You may also need to develop a good answer in case the employer asks why the candidate doesn't have a car. If the candidate has never used public transportation, you may need to adjust their outlook so they are willing, and teach them the new skill of using the system.

Below, is a thorough explanation for adjusting an outlook, as it often acts as a foundation for the other approaches. Then, I will briefly explain when and how to effectively to use the other four.

Adjusting An Outlook

Though there is no "right" approach to use in overcoming a barrier, we have learned that helping a candidate adjust their outlook often allows for more effective use of the other approaches. For example, if the candidate has not changed their mindset, you may offer a resource that goes unused or develop a good answer that is never stated. Here is the most effective way we have found to help a candidate adjust their outlook.[5]

Long before you feel the need to adjust an outlook ...

Adjust your own outlook!

Approach this process with a helpful mindset. Remove your value system from the interaction; it is not helpful and gives the candidate something to fight against. Besides, this is not about what offends you or how you would do it; it's about helping the candidate successfully transition into a career. Remember, each attitude/behavior they display was developed for a reason ... it works somewhere in their life, or has in the past. If they grew up in an abusive home or their last boss took advantage of them, they may act defensive or helpless ... not an inappropriate response. If they have been on the streets or in prison, they may use profanity and display intimidating non-verbals ... again, not unreasonable in the situation. Delete the word "inappropriate" from your vocabulary in this situation. That they have developed this outlook is not the problem. That they offend you or do things you don't understand is not the problem. The problem is that they are now preparing to enter today's business culture where the helplessness or intimidation that has served them so well in the past will hinder them. It is essential for success that you approach this situation with an understanding that the real problem is the "disconnect" between the candidate' behavior or attitude and their goals (and career success).

Identify the candidate's new goals and discover what they are willing to work for.

You may discover that they are motivated toward something positive ... being financially self-sufficient, making their mother proud, buying their own home, gaining their children's respect or brightening their future. They may want to move away from something negative ... never wanting to see your face again, getting off of welfare and getting the system out of their life, moving out of their housing arrangement or staying out of prison. Discover whatever they are willing to work for, because this is "what's in it for them" to make change, and you need to know this.[6]

Set the stage.

Whether you ask their permission or simply let it be known, they should understand that you are committed to helping them achieve their goals (and that and career success can help). Throughout your partnership, as they demonstrate behaviors or attitudes that would hinder them from reaching their goals or being successful in today's business culture, you will remind them

of their new goals and facilitate a process by which they decide what they want more … to maintain the behavior or attitude (and compromise the goal) or adjust their outlook so they can reach the goal.

Once you identify a behavior or attitude that reveals the need for an outlook adjustment …

1. Embrace it … for a moment!

In your mind, and even out loud with the candidate, acknowledge the outlook and the purpose it has served. Spending a brief moment here will help build rapport and show respect to the candidate, and let you remind yourself that the outlook itself is not the problem … that it will hinder them from reaching new goals is the problem.

2. Remind them of their new goals & allow them to see the disconnect.

Insanity is doing the same thing over and over, and expecting a different result, right? Remind the candidate of the things they say they want, especially things that will be compromised or lost if they maintain the behavior or attitude they are displaying. Don't be condescending! This is not about you being right. Let them wrestle within themselves, and not against you. You know what motivates them … quote *them* back to them. They may be able to argue with you, but it is very hard to argue with their own words. At this point, the candidate should see the disconnect and realize they can't have it both ways. They have a decision to make and this is a critical moment.

3. Allow the candidate to decide.

Even though you think you know what's best, let them decide whether to maintain their current outlook and let go of the goal, or adjust their outlook so they can reach the goal. It's their life; they get to choose. Besides, they already know what you think they should do! And actually, backing off at this point is more likely to produce the results you are hoping for than if you push! If you push, they usually push back and often stay stuck just to spite you or prove they have control in their lives. If you don't push, they can genuinely decide and then be held responsible for the success or tough lessons that result.

> *As your Career Mentor, I'd like to share an observation so you can decide what you'd like to do. I'm noticing that …*(behavior/attitude).
>
> You may choose to briefly acknowledge or ask them where this has been appropriate or helpful. *This makes sense because …* or *As we've talked about, you developed this because … and it was a good thing.*
>
> *However, you've told me that you want …* (new goal), *and the two don't seem to go together. It's your life and you need to figure it out how …* (behavior/attitude) *helps you …* (goal).
>
> Let them respond. They will generally see the disconnect and realize the dilemma.

So ... it looks like you have a decision to make because it looks like you can't have both. Which is more important to you, maintaining the behavior/attitude or reaching the goal?

If you find that the candidate gets defensive, it is probably because you haven't built enough trust or have failed to focus the conversation on "what's in it for them" (something they want, not what you want for them). Review and implement the three keys at the top of this section.

This process should allow you to help candidates adjust their own outlooks. In some cases, the development of the new outook, and resulting behaviors and attitudes will mean that the barrier is overcome. In other cases, the new outlook lays the foundation for the other approaches.

Changing Where You Look

The employer decides what is and is not a barrier, based upon their concerns and needs in each area of PADMAN. Because what is a barrier in one situation may not be a barrier in another, some barriers can be overcome by changing where the candidate looks for work. Here is a quick example for each of the five ways to change where you look.

Title (skill group) – An injured construction worker who loves the field might stay in construction but pursue a title that uses other skills he possesses, such as sales, supervision, inspection, training, customer service, management, or machine operation.

Field (environment or area of interest) – A candidate with a felony conviction or a candidate laid-off from a shrinking field might use their current skills in a different field that poses fewer legal restrictions or that is more present in the community.

Image (presentation and lifestyle) – A candidate who wants to show-off their tattoos and piercings, a Harley-driving long-haired accountant, or a cross-dresser might seek fields and companies with a similar image and culture, or look for jobs behind the scenes.

Location – A candidate who wants to be a surf instructor or a Forest Ranger may need to move to another part of the country, and a candidate without a car might choose companies that are on a bus route, within walking distance from home or offer an employee vanpool.

Values – A candidate with strong religious beliefs might seek companies who believe likewise, and a candidate in recovery from addiction might look for companies committed to a clean and sober environment, or run by other people in recovery.

With this approach, success lies in isolating and focusing on the changes that will eliminate the barrier. It would be short-sighted to convince our recently injured construction worker that because he can't be a laborer, he should leave the field he loves and knows so well. Yes, he needs to use different skills, but he is highly valuable to employers for his field knowledge, experience, and network. Changing only what needs to be changed will help you avoid creating new barriers and make for a smoother transition.

Providing A Resource

This approach is used when accessing information, an item or a service will eliminate a barrier. Providing a resource is often quick to do and easily embraced by the candidate. Resources vary from simple solutions like a bus pass, interview clothing, a phone line or mailing address, a haircut, personal hygiene supplies or work boots, to more challenging solutions like dental work, anger management, eye exams and glasses, housing assistance, vocational training and child care assistance.

You will find the most lasting success when you work along side the candidate, instead of solving these problems alone at your desk with your rolodex and telephone. Together, identify the need and explore the options (or have the candidate do it and bring the results to you). Then, facilitate a process by which the candidate chooses. Finally, instead of doing it for them, or leaving them to fend for themselves, walk the candidate through the process of accessing the resource. The skills and confidence built will help them in the job search and on the job.

Learning A New Skill

Our model is one of Career Development, not vocational training and placement. So, when it comes to learning new skills, we don't mean driving a forklift, using a computer, or changing a bedpan. For these we would find a training resource. For us, this means learning the myriad other skills that make a candidate successful, like maintaining eye contact, walking, standing and sitting like a professional, speaking properly, being on time, shaking hands, dressing for success, maintaining personal hygiene, asking appropriate questions, etc. ... the non-Ability areas of the PADMAN.

Our teaching process is simple. It incorporates the various learning/processing styles, and when applied consistently it produces quick and lasting results.

TELL them what you want them to know

SHOW them what it looks, sounds, feels like (role plays, visualizations, videos, games, examples)

WATCH them do it (or have them visualize and explain to you how they would do it)

PRAISE what they did well

CORRECT what needs improvement

REPEAT ... watch, praise, correct ... watch, praise, correct ... watch, praise ... until they do it well

If you need to re-tell or show them, do it differently this time! They didn't understand the first time, so have them tell you what they know and add to it, have someone else explain, or show them in a different way. Correct only when they have a chance to immediately re-implement the new skill with more success. Repeat until they do it well and naturally. And finally, always end on praise.

Don't believe that just because the candidate has the ability to do the job and you write them a good resume, they are employable. These other "little" issues are enough to get them

screened-out. They are not just the icing on the cake … they are the difference between cake batter and the finished product! Don't let your hard work unravel because you missed this.

Developing A Good Answer

This final approach is used in two instances. Good answers are needed when an employer will likely become aware of a barrier and could use it to screen the candidate out. For example, age, felony conviction, race, gaps in work history, gender, addiction, having been fired; etc. It doesn't matter if it is legal or not! If the employer will use it to screen-out, deal with it because once the question is asked the candidates must respond. NOTE: What about the issues the employer doesn't ask about but uses to screen-out, like age, weight, or gender? The candidate needs a good answer that they can offer without the employer asking! Is it awkward to talk about a negative, even illegal, issue that the employer has not brought up? Maybe. But it's better than having no chance to talk about it, then getting screened-out for it!

Good answers are also needed for any issue a candidate fears the employer will discover, ask about and use to screen them out … whether it is likely to come up or not! For example, living in a shelter, their sexuality, past abusive relationships, mental illness, etc. they need a good answer. Oddly, when a candidate is particularly scared a specific issue will come up (however unlikely), sometimes it does! A self-fulfilling-prophesy brought on by the candidate's fear … either the employer asks, or the candidates "tell on themselves." A good answer will reduce the candidate's fear so the question is less likely to be asked, and they have a response if it is.

For **current life situations** that could cause concern, such as having several small children or no car, the candidate should simply share their solution and any skills gained in handling the situation that would make them better at the job. For example, someone who rides the bus may share that they will arrive on time and ready to work because they don't have to worry about fighting traffic or breaking down. A parent of three small children who has arranged childcare and a solid back-up plan, may share that organizing, problem-solving and multi-tasking are natural skills.

Past events and patterns that would concern an employer, such as a criminal history, having been fired, relocating a lot, leaving several jobs to have children, filing a worker's compensation claim, gaps in work history, a decrease in pay, not completing high school, and others, require a more sophisticated good answer. We use the following process to allow candidates to reduce the employer's concern and share how they can meet the employer's needs.

1. Embrace the Question

It is not surprising that employers ask about these issues. We suggest that rather than merely enduring the tough questions, candidates welcome them.

2. Take Responsibility (10-15 seconds)

The candidate must acknowledge what happened and their part in it. Blaming, denying and candy-coating only make them seem irresponsible. They must be honest, but help them choose words and images that allow the employer to continue listening and not get stuck (drank too much rather than alcoholic, took a life rather than murdered, etc.)

3. Share the "Moment of Clarity" (10-15 seconds)

The bigger the mistake, the more dramatic the moment of clarity must be. The candidate cannot simply say. "It won't happen again." They must know why and how they will ensure it won't, and convince the employer. The goal is to reduce the employer's concerns.

4. Paint A New Picture of Today (15-20 seconds)

At this point, the candidate should transition to how their life is different today. This should continue to reduce the employer's concern, allow them to see how the candidate is the "exception to the rule," and begin to feel secure that the barrier will not recur or cause them problems. Perhaps the candidate has new friends, is involved in recovery, the community or a church, is going to school, enjoys watching their children grow, etc.

5. Tell The Employer What They Gain (20+ seconds)

Finally, the candidate should move away from the barrier and transition to why they would be great for the job. They can share some of their strengths in PADMAN, and even turn lemons into lemonade if appropriate (see step #7). In the end, the employer feels they can ask clarifying questions if they want to.

I am glad you asked. I want to share something I have learned -- an important lesson I learned the hard way. When I was younger, like a lot of people, I started drinking and even used some drugs. I tried to quit, but I couldn't do it for even a few days. Over time, I lost everything ... my self-respect, my children, all hope for my future. Then, about a year ago I hit bottom. I knew I would die if I didn't get help, so I checked myself in to a recovery program. Today I have almost a year without any controlled substance in my body. It's been one of the best years of my life! I am active in recovery and plan to live the rest of my life this way. Today, I have new friends who live a healthy lifestyle. I'm involved in my church and even look forward to sponsoring others in their recovery someday. I recently completed a Career Development course and discovered that I could build a career doing something I love ... working with animals. My goal is to become a Vet Tech. and I plan begin my education in the fall. I am interested in joining your team because you are the best pet shop in town and it would give me a chance to get started in the field. I have more than 8 months experience in customer service, am willing to start at the bottom and will be loyal employee because I will be in school for at least two years.

This good answer could be used for questions about poor work history (gaps, getting fired, relocating, short blocks, etc.) or even a criminal background. Here, the candidate shared about their addiction and recovery, which actually helped because several barriers could be explained away by putting them all in the same basket. And, if the employer believes the candidate will stay clean, they may also decide that the other issues will disappear.

Good answers are a great way to overcome barriers because they do so much to make the candidate "human" ... a person with a lot to offer, not just a "bucket of barriers." An effective good answer decreases the candidate's fears and increases their confidence, while reducing employer's concerns and allowing the candidate to prove they can meet the employer's needs.

Remember that to achieve the long-term goal of career success and satisfaction, it is best to walk along side the candidate, teaching them to implement the five approaches on their own, so they can use them in the future.

The Rest of the Story: Steps #5-10

Eliminating the Employer's Concern: Step #5 - Adequately doing steps #1-4 should eliminate or drastically reduce the employer's concern that the barrier will be a problem in the future and may, in the case of a good answer, also allow the candidate to prove they meet the employer's need (step #6).

Meeting the Employer's Needs: Step #6 – Don't just present strengths and pat work history. Discover what the employer needs and help the candidate prove they can do it. Our process for developing "Quantified Selling Points" is designed specifically to allow people with barriers to prove they can meet the employer's needs. It allows them to pull proof from their whole life, instead of limiting them to what may be miserable work history and insufficient education.

Turning "lemons into lemonade:" Step #7 – Imagine a candidate who believes a barrier will ensure their failure suddenly realizing that not only will the barrier not hold them back, it could be the very thing that qualifies them! There are times when having faced and overcome a barrier is actually part of the job qualifications, or results in qualities that make the candidate more effective … a recovering addict who becomes a counselor, an injured worker who builds a career in Voc Rehab, a single parent who writes for a parenting magazine, an ex-con who helps troubled youth make better decisions than he did. Don't over do it, but this step builds a lot of confidence and can make the candidate more attractive to the right employer.

Putting Together Good Answers & Practicing Good Answers: Steps #8 and #9 – These steps are necessary when you develop good answers.

Matching the Candidate: Step #10 – The process of overcoming barriers is not complete until the candidate is embraced by employers and attached to the workforce. If they don't get job offers, the process was in vain. As you match candidates to appropriate opportunities, learn each step along the way … adjust your understanding of the employer's perspective, rework good answers, access other resources, etc, When the employer agrees that the barriers are sufficiently overcome and invite the candidate to be part of their team the process is a success. But beware! Once the candidate has the job, new barriers to retention and advancement arise. Barriers must be identified and overcome throughout a person's career, and this process will help.[1]

References

[1] No One Is Unemployable: Creative Solutions for Overcoming Barriers to Employment, WorkNet Publications, © 1997, 1-888-996-7563. This engaging and practical book offers a full curriculum on the Ten-Step Process, an extensive section on Job Searching from the Employer's Perspective especially for people with barriers and more than 120 sample solutions, examples and real life stories.

[2] Overcoming Barriers Card Sort Game & Overcoming My Barriers to Employment Journal, WorkNet Publications, © 1998, 1-888-996-7563. This card sort game and interactive journal teaches candidates to think like the employer, so they can identify strengths and barriers, then introduced the five approaches so the candidate can begin overcoming their barriers.

[3] Creating My Job Search Strategy, WorkNet Publications, © 1998, 1-888-996-7563. This interactive journal allows candidates in a group or on their own to explore and develop a job search strategy that minimizes their barriers, highlights their strengths and allows the employer to see the person and the possibilities before screening them out because of glaring barriers.

[4] Marketing Myself On Paper, Marketing Myself In Person, and Marketing Myself Over the Phone, WorkNet Publications, © 1998, 1-888-996-7563. These journals, used subsequent to Creating My Job Search Strategy help candidates develop the tools that will market them best.

[5] Understanding Today's Business Culture, WorkNet Publications, © 1998, 1-888-996-7563. The goal of this journal is to help candidates become "bi-cultural so they can succeed in the world of work. In addition to teaching them expectations and behaviors for success, focus is given to developing attitudes for success.

[6] Work Motivation, WorkNet Publications, © 1998, 1-888-996-7563. This interactive journal, along with games from the WorkNet Game Box, allows candidates in a group or on their own to explore "what's in it for them" to work ... something they want and are willing to work for. Candidates also get a chance to begin to dream again and begin dealing with the "Fear Factor."

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